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Monitor Newsletter November 17, 1980

Bowling Green State University

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Monitor

Bowling Green State University

Volume 4 Number 5 November 17, 1980

Communication paces activity

'People' play key role in operations planning

When George Postich, vice president for operations, talks about long-range planning, he talks largely about communications, because long-range planning, relatively new in the operations area, involves a lot of people.

According to Postich, who said approximately 700 people work in the operations area at the University, "We are trying to get the message to all our people that planning is important." And in order to plan, he said, his personnel must be constantly in tune with what is happening in operations, what is happening at the University as a whole and what is happening in the "outside world" that will impact upon Bowling Green.

Describing planning at this point as a "response" situation, Postich said he is presently concerned with responding to the needs of the academic community, the needs of the University's aging physical plant and the needs of the people who work in the operations area.

And response, he said, is an activity preceded by communication.

"As in any business, we must be aware of what our business is all about," Postich said. "We are making a concerted effort to see that everybody in the operations area knows we are here to support academic programs. It is our job to respond to whatever it is that the academic areas are concerned about."

Richard Stoner, director of operational planning, heads the communication effort. In an attempt to coordinate planning activity, one person in each of the operations areas will be designated as a "planner," responsible for looking at short-term and intermediate planning as well as keeping a long-range perspective.

That group of planners, in addition to working on specific projects, will analyze the impact of all proposals on both specific areas and the University as a whole.

Postich noted that in addition to communication, long-range operational planning requires extensive data analysis.

"When you commit dollars to planning, you do so as an investment, expecting some return," he said. He added that operations personnel are constantly monitoring the condition of buildings and equipment, finances and systems, and people, attempting to determine where money can be most wisely invested.

"We know that our physical plant is getting older and that we no longer can rely on constructing new buildings to meet changing academic needs," he said. "We know that utility costs are soaring. Much of our planning is in those two areas."

Another high cost area, Postich said, is people. As budgets have become tight, the University has been forced to become more efficient in utilizing its manpower. For the past two years Stoner has reviewed every replacement position in the operations area in an attempt to channel as many operating dollars as possible towards the priority needs of the operations support activity.

Training programs also have been initiated to increase job performance, and Postich said he sees a need to enhance the University's internal auditing capabilities, not just from a financial standpoint, but also from the perspective of program review, now underway in the academic areas as well.

Postich said, however, that personnel planning is much different from planning in other operations areas. "The University is labor-intensive," he said. "If we want to be realistic in employee planning, we have an obligation to ask the employees how they feel."

The recent survey of classified employees by personnel support services and the personnel steering committee is one attempt at focusing on long-range personnel planning, Postich said.

In addition to looking at people

resources, the operations area has taken concrete steps to control costs in other areas. A new long-distance telephone system to be activated in December will be more cost-effective and will keep the University more current with the rapidly changing telephone industry, Postich said.

Planning is also underway for the potential drilling for oil and natural gas on University property, and five operations personnel are now working on questions of energy management.

Postich said the University also will seek state funds for construction of a bigger warehouse which will permit more bulk buying, eliminate some transportation and handling costs and provide increased storage capacity overall.

"We are assuming that inflation will continue and that resources, both financial and material, will become scarce," Postich said. "If enrollments fall as predicted, education is apt to

get less financial support from governmental sources.

"We can prepare for some of the future by maintaining an anticipatory stance and developing an innovative, problem-solving capability. We must always be ready to change."

Postich added that once a course of action has been charted, communication enters the picture again.

"All our planning activity is paced by thoughtful analysis and communication," he said. "If our communication is effective, we can respond in an informed, and hopefully insightful way, rather than react to whatever situations come along. And once a decision has been made, we must work to inform the community what changes are coming and why. The end result of all planning must be a believable presentation."

Board of Trustees

The University Board of Trustees responded Thursday, Nov. 13, to Gov. Rhodes' three percent spending cut by approving a \$15 per quarter instructional fee surcharge to all full-time undergraduate and graduate students for winter and spring quarters this year.

The surcharge brings the total paid by undergraduates for instructional and general fees to \$417 per quarter. Graduate students will pay \$551.

Part-time students will be assessed a \$1.50 per-credit-hour surcharge, not to exceed \$15.

The surcharge, which is expected to generate approximately \$450,000 in additional revenue, will not be built into the University's permanent fee structure, according to Charles Shanklin, chairman of the Board's finance committee. It will be in effect only as long as the state cut exists.

Shanklin pointed out that the surcharge "could have been worse" and that the \$450,000 it will generate

is only a part of the deficit the University will face this year as a result of state subsidy cuts and higher than expected costs in other areas, particularly utilities. More than \$1 million in cuts will be funded internally.

Last June the governor ordered a three percent across-the-board cutback in state spending which cost the University approximately \$1 million in subsidy payments. That cut, however, was anticipated by University administrators who adopted a 1980-81 educational budget in April which incorporated a four percent cut in instructional subsidies.

The most recent cut, announced Nov. 10 by the governor, translates into another \$1 million reduction in funds for Bowling Green. That cut will take effect Dec. 15.

President Moore told the board that this has been a particularly difficult biennium for Bowling Green, which has been the victim of underfunding, overearning and inflation. In all, Dr. Moore said total reductions in the University's budget amount to about \$3.7 million.

Monthly subsidy checks to the University for the remainder of this fiscal year will be about nine percent lower than anticipated.

In other action, the trustees adopted a code of ethics for administrators which designates responsibilities to the University community, students, faculty, administrative colleagues and self.

The code was drafted by an ad hoc committee on administrative ethics formed by Provost Ferrari last winter. Members of the committee were G.R. "Dick" Horton, acting dean of students; Jerry Updegraff, alumni and development; Winifred Stone, graduate admissions; Harold Smith, operations; Barbara Keller, residence life, and Gerald Saddlemire, college student personnel.

Shanklin also reported to the Board on the finance committee's deliberations on the proposed optional early retirement program.

Noting that the plan requires immediate funding upon implementation, Shanklin said, "The proposal could not have come at a worse time."

He added, however, that the finance committee has asked for additional data regarding the proposal and he is hopeful that some action might be taken to implement the program even under current budget limitations.



"INSIDE" THE UNIVERSITY—Much of the activity which keeps the University running has little to do with academics but is essential to the smooth operation of the community as a whole. This issue of Monitor includes a special four-page insert focusing on some of the major service areas on campus, ranging from food operations to campus safety. Although many of the departments have limited visibility, all are in the business of supporting the University in its mission.

Faculty

Grants

Edward Stockwell and **Jerry W. Wicks**, sociology, \$59,787 from the Public Health Service, Dept. of Health and Human Services, to examine the relationship between infant mortality and socioeconomic status in four metropolitan centers in Ohio and two in Arizona.

Jong Sik Yoon, biological sciences, \$87,800 from the National Science Foundation to study mechanisms of chromosome evolution and speciation in Hawaiian *Drosophila*.

Dr. Yoon's research will be a two-year project.

Recognitions

Jane L. Forsyth, geology, has been named a scholar-in-residence at the Dawes Arboretum, Newark.

Dr. Forsyth will reside in the Founders' Home at the arboretum from Nov. 21-Dec. 5, working on a monograph dealing with the basic geologic background of the facility.

Stuart Givens, history, was elected secretary of the Faculty Advisory Committee to the chancellor of the Ohio Board of Regents at a meeting Oct. 23 in Columbus.

William B. Jackson, environmental research and services, has been appointed to a three-year term on the Statewide Health Coordinating Council, an advisory body to the Ohio Dept. of Health.

Wanda Montgomery, home economics, has been invited by the Council for International Exchange of Scholars to serve a three-year term on the home economics advisory committee on selection of scholars for research and lecture awards under the Fulbright Program.

Victor Repp, School of Technology, was one of six faculty nationwide named "Outstanding Student Chapter Faculty Advisor, 1979-80" by the Society of Manufacturing Engineers Education Committee.

The Bowling Green chapter which Dr. Repp advises also has received a certificate designating it as "Outstanding Student Chapter, 1979-80." The chapter, chartered in January, 1979, was one of six recognized nationwide.

David C. Rogers, musical arts, has been appointed state chairman of the National Association of College Wind and Percussion Instructors, an organization of the Music Educators National Conference.

Ronald L. Russell, home economics, has been elected chair of the Ohio Home Economics Administrators at State Universities for a one-year term, 1980-81.

Dr. Russell was also elected chair of the University's Council of Chairs and Directors at its Oct. 24 meeting.

Presentations

Judy Adams, medical technology, spoke on "Applications and New Advances in Absorption/Emission Techniques" and "Indirect Antiglobulin Testing: Is A Polyspecific Reagent Necessary?" at the annual post-graduate course in advanced medical technology conducted by the Cleveland Clinic Educational Foundation Oct. 13 in Cleveland.

Dr. Adams was a guest faculty for the course.

David Addington, speech communication, presented papers on "Family Matters: An Approach to the Theater and to Theater Research" and "Family Matters: A Systems Approach to Acting" at the American Theatre Association National Convention.

Pamela J. Benoit, speech communication, presented a paper on "The Weltanschauung Philosophy of Science: Toulmin and Kuhn" at a convention of the Speech Communication Association of Ohio Oct. 11 in Columbus.

William L. Benoit, speech communication, and **J. Justin Gustainis**, graduate student, presented a paper, "An Analogic Analysis of the Keynote Addresses at the 1980 Presidential Nominating Conventions," at the Eastern Communication Association's rhetoric and public address fall conference Oct. 12 at the Pennsylvania State University Altoona campus.

Jacqueline Braveboy-Wagner, political

science, presented a paper on "Changes in the English-speaking Caribbean: An International Systems Perspective with Implications for the United States" at the Latin American Studies Association meeting Oct. 17-19 in Bloomington, Ind.

Ray B. Browne, popular culture, has completed a six-week lecture/tour of Japan, South Korea, Indonesia and India, where he delivered 20 lectures on popular culture.

Dr. Browne's tour, sponsored by the U.S. International Communication Agency, followed a four-week tour of Europe.

Leslie J. Chamberlin, education administration and supervision, spoke on "Classroom Management/School Discipline" at a Nov. 5 middle school symposium for teachers in grades 4-8 at the Gateway Middle School.

Ernest A. Champion, ethnic studies, "The 20th Century: The Age of Ethnicity," in the fall, 1980 issue of "Journal of the Society of Ethnic and Special Studies."

Lawrence J. Daly, history, presented a paper on "Themistius, Constantin II and Julian: The Refusal of a Magistracy" at the Byzantine Studies Conference Oct. 24 at Oberlin College.

Douglas D. Daye, philosophy, presented a paper on "Truth, Paradigms and Buddhist Hermeneutics: Methodological Suggestions for Cross-Cultural Philosophy of Religion" at the national meeting of the American Academy of Religion Nov. 7 in Dallas.

Donald Enholm, speech communication, presented a paper on "Generic Criticism: An Analysis and Evaluation of Two Major Organizing Perspectives" at the Speech Communication of Ohio Convention Oct. 10 in Columbus.

Gary R. Hess, **William R. Rock**, **Bernard Sternsher** and **Jack Thomas**, history, participated in the annual Duquesne University History Forum Oct. 27-29 in Pittsburgh.

Dr. Sternsher presented a paper on "Themes of the Fifties." Dr. Hess was a member of a panel discussing the crises in Iran and Afghanistan.

Drs. Rock and Thomas commented on papers in their areas of specialization, recent European history and Latin America, respectively.

Richard D. Hoare, geology, will attend the annual meeting of the Geological Society of America Nov. 17-20 in Atlanta.

Dr. Hoare and two co-authors will present a paper on "Epizoans on the brachiopod 'paraspirifer bownockeri' from the Middle Devonian of Ohio."

Stephen Hood, speech communication, presented a one-day workshop Oct. 7 on the prevention and treatment of stuttering for the Northcentral Ohio Special Education Regional Resource Center and Mansfield area speech-language clinicians.

Melvin Hyman, speech communication, spoke on "Speech, Language and Hearing Acquisition and Disorders in Children" at an Oct. 15 meeting of the medical staff of St. Vincent's Hospital.

JaFran Jones, music history and composition, presented a paper on "The Concept of Suite in Arabic Music" at a meeting Nov. 21 of the Society for Ethnomusicology at Bloomington, Ind.

Dr. Jones also presented a paper on "The Role of Sufi Music in Preservation of Tunisia Art Music" at a Nov. 8 meeting of the American Academy of Religion.

Mildred D. Lintner, speech communication, presented a paper on "The Height of Fashion - Woman's Hats of the Victorian Age" at the American Theatre Association national conference in San Diego.

Clifford A. Long, mathematics and statistics, presided at the Oct. 17-18 fall meeting of the Ohio Section of the Mathematical Association of America at John Carroll University. Dr. Long chairs the section during 1980-81.

At the fall meeting, **James Albert**, mathematics and statistics, presented a paper on "Bayes' Discrete Data Analysis." The paper described research he has done with **Arjun Gupta**, mathematics and statistics.

William A. Kirby, mathematics and statistics, is chair of the Committee on Teacher Training and Certification of the Ohio Section of the Mathematical Association of America. His term as chair

continues through 1980-81.

Lee A. Meserve, biological sciences, co-authored with **Shu-mei Ting**, **Napoleon**, a poster presentation on "ACTH Induced Adrenal Delta 5 - 3 Beta - Hydroxysteroid Dehydrogenase Activity in Thlouracil Fed Male Mice" at the 31st annual fall meeting of the American Physiological Society Oct. 16 in Toronto.

Dr. Meserve's presentation, "A Study in Aging: Scanning Electron Microscopy and X-Ray Microanalysis of Human Pineal Gland Concretions," was chosen best poster presentation at the seventh annual symposium of the Electron Microscopy Society of Northwestern Ohio Oct. 17 at Bowling Green. The presentation was co-authored with **D.J. Allen**, **R. Raifsnider** and **S.A. Chappuis** of the Medical College of Ohio in Toledo.

Edward E. Morgan Jr., health and community services, presented a paper on "A Case Study of Cooperative Allied Health Programs in Northwest Ohio" at the national conference of the Council for Inter-institutional Leadership in Cincinnati.

Robert L. Perry, ethnic studies, presented a paper on "Black on Black Crime: A Theoretical Essay" at the 32nd annual meeting of the American Society of Criminology Nov. 5-8 in San Francisco.

Five representatives from the Library participated in an Ohio Library Association conference in Columbus in October.

Angela Poulos participated in a panel discussion on information alternatives. **Evron Collins** was a member of a panel discussing automated circulation. **Dawn McCaghy** spoke on "OCLC vs. TWX" on an interlibrary loan panel.

Dwight Burlingame participated in a discussion of library technology in the 80's, and **Elizabeth Wood** spoke on "Reference Interviewing Techniques."

William O. Reichert, political science, presented a paper on "The Anarchist Case against Rousseau as Prolegomena to a Political Theory" at the annual meeting of the American Political Science Association in Washington.

Dr. Reichert also presented a paper on "Leo Strauss On Citizenship, Ancient and Modern" at an ethical issues seminar at the same convention.

Charlotte Scherer, education curriculum and instruction, has edited the "Facilitators' Manual: Summer Transition," published in ERIC and cited in the November, 1980 issue of "Resources in Education."

The manual is used by instructors in Bowling Green's summer transition course for new freshmen.

Janet Schnupp-Lee, education curriculum and instruction, will speak on "Using the Newspaper as a Teaching Tool" at the 70th annual convention of the National Council of Teachers of English Nov. 21-26 in Cincinnati.

Jim Sharp, conferences and arrangements, spoke on "Public Relations with the Community" at the fifth annual ACUHO Conference Services Workshop Oct. 19-22 at the University of Tennessee. The talk was a joint presentation with **Nancy D'Angelo**, University of Michigan.

Joanne Smith, creative arts, and **AnnaBelle Bogner**, music education, participated in a panel discussion at the National Piano Pedagogy Conference Oct. 23-25 at the University of Illinois, Champaign/Urbana.

Denise M. Trauth, speech communication, **John L. Huffman**, journalism, and **Eileen Trauth**, Bentley College, Boston, presented a paper on "Policy Implications of the Use of Cable Television for Data Transmission" at the annual conference of the American Society for Information Science Oct. 8 in Anaheim, Calif.

Richard L. Weaver II, speech communication, spoke on "The Basic Communication Course: Issues for the 1980s" at the Basic Course Directors' Conference of the Eastern Communication Association Oct. 16-17 in Atlantic City. The conference was sponsored by Rutgers University.

Bonadine Woods, home economics, participated in a panel discussion on interior design and the challenges posed by the 1980s at an Ohio Cooperative Extension Service-sponsored program, "Decade of Decision," Oct. 7 at the Commodore Perry in Toledo.

Publications

Dwight Burlingame, library, is the author of a chapter in the book, "Library Instruction and Faculty Development," recently published by Pierian Press.

Sharon J. Rogers, library, co-authored a chapter in the same book.

John R. Burt, romance languages, "From Phonology to Philology: An Outline of Descriptive and Historical Spanish Linguistics," a text published by University Press of America this month.

The book provides a concise outline of descriptive and historical Spanish linguistics and concentrates on the morphology and phonology of the Spanish language.

Leslie J. Chamberlin, education administration and supervision, "The Far Right Versus Rationality," in the September issue of "Michigan School Board Journal."

Lawrence J. Daly, history, "In a Borderland: Themistius' Ambivalence toward Julian," in the fall, 1980 issue of "Byzantine Zeitschrift."

Thomas Dence, mathematics/Firelands, "On the Beauty of Mathematics as Exemplified by a Problem in Combinatorics," in "The Mathematics Association of Two-Year Colleges Journal."

Harry W. Hoemann, psychology, and **Rosemarie Lucafo**, Oak Park Speech and Hearing Center, Illinois, "I Want to Talk: A Child Model of American Sign Language," published in late October by the National Association for the Deaf.

The book and accompanying videotape use a seven-year-old deaf boy from Toledo as a model for what can be learned in sign language and were produced for use by anyone wishing to relate to young deaf children.

Alex Johnson and **Veronica Gold**, special education, "The Principal's Role in Implementing Public Law 94-142," in the September issue of "The Clearing House."

Mercedes Junquera, romance languages, "In Quest of Columbus," an article in the October, 1980 issue of "Americas," published in Spanish, English and Portuguese.

Another article, "Los Danzantes de Monte Alban," is featured as the cover story in "Historia," published in Madrid.

Brian Hamor Lee, speech communication, "Strategies for the Use of Style in Production," an American Theatre Association conference paper which has been accepted by ERIC Clearing House on Reading and Communication Skills for entry into their system.

The abstract of the paper will be included in the ERIC Journal, "Resources in Education."

Dr. Lee also was executive editor for "Empirical Research in Theatre," vol. 6, published during the summer.

JoAnne Martin-Reynolds, education curriculum and instruction, "The Effects of a Self-Evaluation Model on the Focus Reaction of Student Teachers during Split-Screen Videotape Feedback," in the "Journal of Educational Research," July/August, 1980.

James R. Ostas, **J. David Reed** and **Peter M. Hutchinson**, economics, "Pooled Regression Analysis of Inner City Mortgage Loan Flows," an article in *Regional Science Perspectives*.

David Ostroff, speech communication, "Equal Time: Origins of Section 18 of the Radio Act of 1927," in the summer issue of the "Journal of Broadcasting."

William O. Reichert, political science, "Natural Right in the Political Philosophy of Pierre-Joseph Proudhon," in the "Journal of Libertarian Studies."

Ronald E. Seavoy, history, "Population Pressure and Land Use Change: From Tree Crops to Sawah in Northwestern Kalimantan, Indonesia," in the November issue of the "Journal of Tropical Geography."

David C. Skaggs, history, "Origins of the Maryland Party System: The Constitutional Convention of 1776," in the "Maryland Historical Magazine," vol. 75, June, 1980.

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From furniture to fertilizer

Purchasing department helps combat inflation

If anyone on campus is aware of the effects of inflation on consumer buying power, it is the University's purchasing department, headed by Richard Powers.

Buying everything from tulip bulbs to complex scientific equipment, the department attempts to serve the University community by using sound business practices to obtain merchandise at the lowest possible price, Powers said.

"We are a service organization and more and more people are using us all the time because we use good business procedures and are able to save the University money every year," he said. "We abide by rules specified in the business office procedures manual and the Ohio Revised Code."

Saving money has become increasingly difficult, however, as inflation has eroded the University's purchasing power. In the past three years, Powers has seen the price of a case of duplicating paper nearly double, and Xerox paper has increased more than 30 percent.

Toilet paper, which is used at the University at a rate of some 180,000 rolls per year, has increased more than \$5 per case in the past three years.

To help counteract skyrocketing prices, the purchasing department utilizes competitive bidding and large-scale buying procedures to obtain most goods and services. Powers noted that paper is now bought by the truckload and stored in the Park Avenue Warehouse until needed.

In addition to doing its own competitive bidding, the purchasing department cashes in on some dollar savings by buying through state contract, Ohio State University contract or inter-university price agreements bid by a consortium consisting of all state universities in Ohio.

Noting that vendors naturally allow lower prices for any goods purchased in volume, Powers said Bowling Green is able to "coattail in" on many purchases because of those larger contractual agreements. Ohio State University, for example, buys almost as many employee uniforms in one year as all other state institutions combined, and Bowling Green is able to take advantage of tremendous savings by obtaining its uniforms through the Ohio State contract.

In addition to Powers, whose responsibilities include buying the University's annual coal supply, the

purchasing department includes five other agents.

Arol Canfield handles all requests for office, computer and music supplies and equipment; paper and paper products; instructional supplies; printing and forms, and subscriptions and books.

Otis Block purchases furniture, carpet and draperies; vehicles; materials handling equipment; gasoline and fuel oil; contracts with outside labor and is the prevailing wage coordinator.

Jerry Siville buys all electrical, carpenter, plumbing, grocers and automotive tools and equipment, and machinery for construction departments; maintenance and

parts; fertilizer, seeds, bulbs and plants.

George Knauss purchases scientific, athletic, custodial, audio visual, photographic, safety, art, television, radio, electronic and microfilm supplies and equipment; laundry and dishwashing chemicals; uniforms; sheets, pillowcases and blankets.

Nancy Joseph is the purchasing agent for food and related items.

The office is also staffed by four clerical workers: Jill Smith, Sharon Lee, Terri Oddo and Jan Ruifner.

Powers said each purchasing agent is in constant contact with vendors who wish to supply merchandise to the University and to keep their

close association with those vendors are able to relieve budget administrators and other purchasers of a lot of "shopping headaches."

Persons wishing to utilize the services of the purchasing department need only complete a standard University requisition form providing a full description of the item they wish to buy.

When purchasing receives the form, the appropriate agent then decides if the item should be let for bids or if it is already available through a contract agreement.

Powers emphasized that in all cases the purchaser has the final say on what will be bought.



FROM SOUP TO NUTS—The purchasing department is able to save the University a lot of money every year by buying many commodities, ranging from green beans to carpet, in bulk and storing them in the Park Avenue Warehouse until needed. Richard Powers, director of purchasing, says good business practices, competitive bidding and contract buying agreements, in addition to bulk purchases, enable the department to cash in on substantial savings for everyone at the University.

Rooms in demand

Housing office has no trouble dealing 'full house'

It's getting to be a familiar story.

Each fall, Bowling Green begins the academic year with its residence halls bursting at the seams.

In fact, some students — usually about 200 — find themselves living in residence hall lounges, the Union hotel and even an off-campus motel. The situation admittedly causes some inconvenience, but the students soon get what they want — campus housing, thanks to the efforts of the University housing office and its director, Bob Rudd.

"We always try to find space for those who want to live on campus and we have a high success rate," said Rudd, who has been in the campus housing business longer than anyone in the state.

In recent years, Bowling Green has been in the enviable position of having its residence halls — about 8,050 accommodations — completely full, with a long waiting list of students desiring on-campus living quarters. The reality of the situation, though, is that there simply are not enough rooms to meet the demand.

The aspect of the job that has given Rudd and his staff headaches has been the necessity of assigning students to places other than normal residence hall rooms at the beginning

of the year. Based on his years of experience, Rudd knows that within two to three weeks, everyone will have an on-campus room. "We always have a shakedown period that opens up several campus rooms," he explained. "It's just a matter of waiting for events to follow their normal course."

Some critics have blamed the housing office for being greedy; trying to squeeze as many as possible into the dorms so that a greater amount of room and board fees could be collected.

Such criticism is unfair because the housing office does not control how many students live on campus. "We are obligated to provide on-campus housing for any freshman student admitted to this University," Rudd said. In addition, the housing office must provide residence hall space for continuing students already living in the halls.

What it boils down to is a numbers and guessing game. The housing office, working with admissions and other campus offices, must determine how many admitted freshmen will actually arrive on campus each September.

Based on past experience, the housing office can be fairly accurate

in determining how many new students will be needing rooms. However, changes in past trends have resulted in more students showing up on campus and needing rooms.

University regulations require all freshmen and sophomores to live on campus, unless they are married or commuting from home within 50 miles of Bowling Green. Any other exceptions are determined on an individual basis. Rudd said that at times some sophomores, to ease an expected housing crunch, have been given special permission to move off campus.

The housing office does exercise some control over the number of continuing students living on campus. These students begin making room applications each April and the housing office tries to personalize this process by visiting each residence unit to take these applications. Rudd said a running tally is kept and "if we're over the limit of continuing students we feel we can accept, we close applications."

He said about 50 percent of the people living on campus reapply for rooms each year.

Bowling Green offers its residents a variety of living situations including

study floors, where quiet rules are enforced; non-smoking floors, and halls with various visitation policies ranging from no visitation in student rooms to 24-hour visitation privileges.

In addition to the Greek and small group living units (such as the French House), there are nine residence halls on campus, including Conklin, Founders, Harshman, Kohl, Kreischer, McDonald, Offenbauer, Prout and Rodgers.

Aiding Rudd in the task of supplying housing for the campus is assistant director Jill Carr, who handles the bulk of student interviews and works with the hall directors. She also is responsible for all summer housing, including the University's growing conference business.

Also playing key roles in the University's housing operation are Harriet Sockrider, the housing office manager, who handles upperclass male room assignments; Jeanne Malcolm, the office's chief typist, who makes assignments for students living in fraternity and sorority houses and for freshmen men; Cathy Eckel, the office receptionist, who assigns rooms to freshmen women, and Medina Nelson, who handles all upperclass women assignments.



MANY MOUTHS TO FEED—Jeanett Kerr, a food service worker in the dining hall in MacDonald North, is one of 175 full- and part-time University employees who assist in the preparation of approximately 17,000 meals every day of the week. An additional 1,100 student workers help to feed faculty, staff and students who patronize campus dining facilities.

Waste not, want not philosophy keeps food budget in balance

Anyone who has trouble balancing the monthly food budget for a family can appreciate the task facing the University's food operations.

With an annual budget of \$6.5 million, the University feeds more than 17,000 students, faculty and staff every weekday, and James Corbitt, director of food operations, says the budget remains balanced for the third year in a row.

According to Corbitt, Bowling Green is considered a model institution because of its ability to operate within these budget limitations while continuing to expand services and upgrade the quality of the foods served.

Corbitt said that the food services budget balancing act has resulted in inquiries and visits from other institutions wanting to know "how we do it."

Representatives from more than 100 colleges and universities have visited the campus to learn about Bowling Green's meal coupon system initiated in 1971, Corbitt said.

He said the coupon system is founded on a "waste not, want not" philosophy and is especially effective because it saves the University hundreds of thousands of dollars without sacrificing service to the students.

Corbitt noted, for example, that food waste was reduced by 80 percent in the first 18 months of the program. He said the program also is beneficial because it offers greater food selection at reasonable prices, discourages food theft and better facilitates parent and guest dining in the cafeterias.

In addition to the coupon system, food operations is involved in other cost-cutting measures such as large-

scale and bid purchases and employee training programs. Because food operations is the largest on-campus employer, with approximately 175 part-time and full-time employees and some 1,100 student workers, Corbitt said a sound, thorough training program can be an effective tool in maximizing production and positively influencing employee attitudes. He said several training programs, stressing safety, sanitation and service, were conducted for employees this summer.

"We believe the more efficient and well-trained our personnel, the more money we will save in the long run," Corbitt said. "And with inflation increasing our food costs by 13 to 15 percent this year, we are constantly looking for new ways to improve efficiency and reduce expenses."

He added that because food operations is self-supporting, management must continually look for innovative ways to attract students, faculty and staff to spend their food dollars on campus.

In addition to the five main residence hall cafeterias, Corbitt said many students and faculty eat in the Union dining facilities which include the Falcon's Nest, the Carnation Room and the Pheasant Room. He added that these areas generate nearly 25 percent of the University's total food budget.

Another area of food operation is the University's catering department which is also housed in the Union. The catering department is responsible for arranging and providing food and hospitality service for a variety of on- and off-campus groups. These functions include luncheons and dinners, buffets and receptions.

First come, first served

Lack of room is concern of space assignments

The function of the space assignments office, located on the first floor of the University Union, may well be one of the most misunderstood on campus—or so it appears from the kinds of calls its coordinator, Pat Thompson, often receives.

She's had parents call concerning living accommodations for their sons and daughters. That's handled by the housing office.

Reservations for using the conference rooms in the Union or Offenauer Hall? The conference office at the Union is the department to contact, and although space assignments shares the office suite, it's a separate operation.

Requests for the use of facilities in the Ice Arena, Mileti Alumni Center and the Musical Arts Center should be directed to administrative offices in those respective areas, and those interested in using the Main Auditorium or Joe E. Brown Theater in University Hall should call the theater department.

The scheduling of classes each quarter is handled by the registrar's office, not space assignments. In fact, it is only after the quarterly class schedule is complete that a listing of available classroom space is sent to Thompson's office which handles requests for classroom space for meetings, lectures and conferences, as well as reservations for the use of Prout Chapel.

And, although it does not handle class schedules, space assignments is responsible for scheduling rooms for final examinations and for reassigning space for classes when necessary.

Each quarter some classes must be reassigned after the original schedule has been completed. The reasons vary, according to Thompson, who said changes may need to be made to accommodate handicapped students, because the assigned room is too

small or because more than one class inadvertently has been assigned to a room at the same time.

Thompson said her office makes every effort to meet these special needs and handles requests for changes as quickly as possible on a first come, first served basis.

Lack of space, however, remains a constant problem, Thompson said, admitting there are times when there just aren't enough rooms to go around.

Although requests for classroom space for a meeting cannot be confirmed until after classes are scheduled each quarter, the space assignments office does accept requests for space to be "held." If the requested space is not being used for regular classes, the request is confirmed after the quarter classes are set; if not, the office assists in finding rooms in other locations.

Because of the need to notify several campus offices, including Campus Safety and Security and maintenance, Thompson urged that departments and groups make reservations more than 24 hours in advance to ensure rooms are ready for use.

Faculty and staff may visit the space assignments office or call 372-2941 to request a reservation. Visitors complete a request form and receive immediate written confirmation of the reservation. Those who call must follow-up with a written request for space which will be confirmed in writing after its receipt by space assignments.

Teacher workshop attracts 81 faculty

A Nov. 1 workshop on new ideas in college teaching has left Bernard Rabin, director of the Faculty Development Center, optimistic about the center's chances for success.

More than 80 faculty from 28 different academic areas attended the Saturday morning session, co-sponsored by the Faculty Development Center, Faculty Development Committee and the Midwestern Association of Teachers of Educational Psychology which had its annual meeting on campus that weekend.

C. Wales, a professor of engineering at West Virginia University, conducted the session on "guided design," and later reported to Dr. Rabin that he had never before worked with a group as large as that at Bowling Green.

In a letter to Provost Ferrari, Dr. Wales noted that the interest of Bowling Green's faculty in changing or improving teaching techniques speaks to the quality of the faculty and the institution as a whole.

Dr. Rabin, who said he would have considered the workshop successful if 20 people had participated, is now conducting follow-up sessions for the 81 faculty who attended Nov. 1. The follow-up is designed to determine to what extent the participants are willing to get involved in adopting Dr. Wales' guided design teaching system in their own classrooms.

Dr. Rabin is optimistic about planning more workshops for faculty development.

"I am pleased that this one worked so well," he said. "I was guessing it would be a good thing and I am hypothesizing that the fact so many attended indicates there is an interest and a need for this kind of program."

With the recent appointment of the Faculty Development Center Advisory Committee, Dr. Rabin said he also is anxious to begin a written assessment to determine what faculty perceive as needs to be met by the center.

Members of that committee are Larry Wills, education; Pietro Badia, psychology; Donald Campbell, management; Faith Jackson, speech communication; Marian Ronan, research services, and Angela Poulos, library.

Monitor

Monitor is published every two weeks during the academic year for faculty and staff of Bowling Green State University. This is the last issue of the fall quarter.

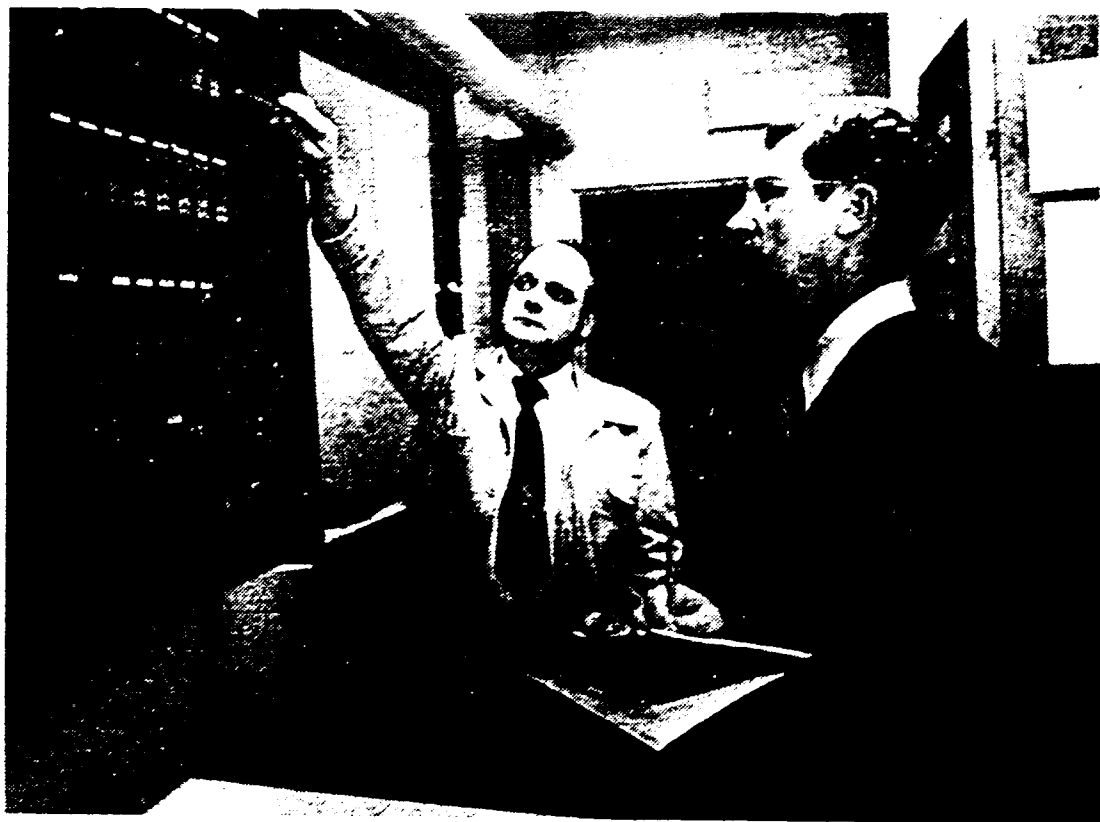
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Change of address and other notices should be sent to:

Monitor:
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ROUTINE INSPECTION—Seldon Carsey, director of environmental services, and Glenn Cook, a safety inspector, make a routine check of the fire alarm and smoke detector system just installed in Rodgers Quadrangle. Inspection of residence halls for potential health and safety hazards is a major responsibility of the office.

Inspectors keep watchful eye on University's health and safety

Bowling Green has its own "environmental protection agency."

Charged with maintaining a safe and healthy campus, the environmental services office, headed by Seldon Carsey, regularly inspects all campus buildings to ensure that everyone at the University is living and working in a safe and healthy environment.

With a staff of four, including Carsey, two safety inspectors and one secretary, the environmental services office monitors University compliance with all Occupational and Safety Health Act regulations, city and county health rules and Ohio Environmental Protection Agency statutes.

Keeping those concerns in mind, the inspectors attempt to make a complete tour of every campus building at least once a quarter, checking for fire safety, defects in equipment or on stairs and walkways and noting whether adequate lighting, ventilation and sanitary conditions prevail.

"If we find something wrong, we try to determine whose area of responsibility it is and make sure that the problem is corrected," Carsey said, noting that buildings are usually found to be in excellent condition.

"We have, however, closed a few places," Carsey said. The most recent was the entrance to Moseley Hall, where an inspector found the stone was crumbling and there was a possibility the stairs could give way.

Residence halls receive the greatest attention from the University's safety inspectors, Carsey said, because they involve so many people. Environmental services conducts fire drills in the residence halls and makes sure that no fire hazards exist. In addition, inspectors regularly replace fire extinguishers. An outside firm is contracted to check and service all smoke detectors and alarm systems on campus.

Carsey said environmental services personnel work closely with health officials inspecting food operations. Noting that all major dining halls on campus are "top notch," he said it is the responsibility of his office to ensure that all food is properly handled and stored so that no accidents occur.

The work of environmental services, however, is by no means limited to building and cafeteria inspections.

A student intern works with Lester J. Walters, geology, University radiation safety officer, to ensure that

Business office 'checks' all University expenses

Budget administrators who find themselves puzzling over their monthly financial printouts should be able to appreciate the job facing the University's business office, which currently monitors 1,560 different budgets and last year issued more than 50,000 computer checks totaling \$48 million to pay the University's bills.

According to Carl Lipp, director of internal auditing and reports, when anyone at the University has a bill to pay, the business office sees that it is done upon approval of the budget administrator.

The business office, together with the payroll department, is responsible for all checks written by the University, ranging from those issued for student refunds and travel reimbursement to those written to pay soaring utility bills.

Payroll, however, is the University's

biggest expense, Lipp said.

Approximately 70 percent of Bowling Green's annual educational budget is allocated for salaries and wages, which in a typical month approach the \$3 million mark for all regular full- and part-time employees, students and graduate assistants. During 1979, more than 10,000 people earned wages at the University.

A major function of the business office is grants accounting, headed by Bud Lane.

Currently the office of grants accounting administers approximately 325 active budgets totaling more than \$9 million.

Lane monitors University spending of federal grants and restricted funds and is responsible for drawing from the Federal Reserve Bank each month sufficient cash to reimburse the University for approved expenditures for the preceding month under federal grants and contracts.

Bowling Green's current letter of credit to the Federal Reserve is valid for up to \$825,000 a month, and Lane noted he frequently has to obtain special permission to draw more than that limit to cover University expenditures.

The university seldom receives cash in advance for outside funded projects, Lane said. The various funding agencies are usually billed on a monthly basis for cost-reimbursement.

Yet another function of the business office is the preparation of the University's annual financial report, sent to the auditor of state and various key officials on campus, including members of the Board of Trustees.

Also encompassed within the business office is the internal auditing staff, which is responsible for ensuring that all University business is transacted according to state regulations.

With more than 1,500 budgets to monitor, the business office cannot be responsible if budget administrators "overspend" in a given fiscal year, but Lipp said many times his personnel do issue "friendly reminders" if they notice a budget is getting low.

He described the business office operation as a service which frees budget administrators from all check-writing and many budget balancing responsibilities. The office also fields most complaints from vendors who question whether a bill has been paid.

University personnel with questions about budgets, travel reimbursement or other non-payroll money matters should contact the business office on the third floor of the Administration Building.

Questions about payroll or deductions should be directed to the payroll office on the same floor. Grant budget administrators should direct questions to Lane in the business office.

Faculty

Publications

Continued from page 2

William C. Spragens, political science, "From Spokesman to Press Secretary: White House Media Operations," published by University Press of America in September, 1980.

Ryan D. Tweney, psychology, "Wundt Studies: A Centennial Collection," edited with Wolfgang G. Bringmann, University of South Alabama, and published by C.J. Hogrefe, Inc., Toronto and Gottingen, West Germany.

Doris K. Williams, home economics, and Carol Fey, graduate student, "Moral Education: Every Teacher's responsibility and Reward," in "New Directions in Teaching," a non-journal committed to the improvement of undergraduate teaching and published at the University.

Dr. Williams also co-authored with Yolanda Gwinn, a graduate student, an article on "How High School Girls See Their Career Choices," published in the "Journal of American Secondary Education."

Registrar's office is University records archive

If there is one office on campus that needs a revolving door to facilitate its large clientele, it is the Office of Registration and Records.

According to Registrar Cary Brewer, the office, located on the first floor of the Administration Building, functions as a liaison between students, faculty, staff and administration.

"I would guess that nearly all students, faculty and staff set foot in our office at one time or another during their years at the University," Brewer said. "And because we are constantly dealing with people and their concerns, we try to greet our customers with a cheerful smile and a pleasant voice."

Many people use the office as a resource library, Brewer said, inquiring about grade changes, veteran's certification, employment data, research projects or a former professor.

He said the office, originally located in University Hall, has been maintaining records and academic documents since the University graduated its first student in 1914. Since that time, the office has processed more than 67,000 degrees.

Although the office has expanded its staff and has become more divisionalized in recent years, Brewer said he anticipates even greater changes in the near future—automated and technological changes which will increase efficiency and productivity

while minimizing the possibilities for error.

"We're looking forward to the progress of the '80s. We're anxiously awaiting the day when we can use a cathode ray display terminal to call up a student's transcript and use a computer to perform a degree audit for graduation," he said.

The Office of Registration and Records is divided into three main areas: registration, directed by Judi Roller; records, headed by Zola Buford, and scheduling, under the supervision of Duane Whitmire.

Buford listed the major functions of the records division as collecting and processing final grade reports, issuing official transcripts, transferring undergraduate credits and compiling statistical statements.

Between 6,000 and 10,000 new records are accumulated each year, with an additional 50,000 transcripts distributed and 3,000 grades changed, Buford said. Permanent records, including classes taken, grades received and cumulative grade point averages, are kept for each student.

To protect the original deeds from loss by fire, flood or other natural disaster, all records are also reproduced onto two sets of microfilm, one of which is maintained in a locked vault at the University of Toledo. Bowling Green, in turn, keeps a microfilmed copy of Toledo's records to ensure that data from both offices will be available should the

the University is in compliance with all Nuclear Regulatory Commission rules.

If a person is injured on the job, environmental services personnel investigate the accident and chart measures for preventing that accident from occurring again. Personnel training sessions are also a responsibility of the office.

Carsey works closely with the EPA, handling permits for the operation of incinerators and the heating plant on campus and ensuring that the University complies with air pollution regulations.

He also contracts with an exterminating company for bi-weekly pest control, and inspectors periodically check swimming pool water and locker rooms for compliance with health and safety standards.

Inspectors regularly visit shop areas on campus to check their safety. And equipment is available to test carbon monoxide and sound levels in the art annex and other industrial-type areas.

"Prevention" is the focus of the office, Carsey said, adding that one of his goals is to offer more training programs to alert personnel to potential hazards on campus

original records be destroyed.

Although the office primarily serves students, Buford said it is also of benefit to faculty and staff.

"We are here if faculty need information about grade distributions or course offerings," she said.

Scheduling, according to Dr. Whitmire, is a five-week process that directly involves faculty and chairs from more than 60 departments. Because scheduling must be done one full quarter in advance, all department chairs were asked the first day of this quarter to plan their schedules for next quarter.

Once the schedules have been completed, faculty assist with arranging locations and times for classes, Dr. Whitmire said, adding that making space assignments has become increasingly difficult as total availability of classroom space diminishes while enrollments climb.

In addition to his scheduling responsibilities, Dr. Whitmire is involved with determining residency status, processing credit-by-examination and monitoring the on-campus communications system.

Judi Roller, director of registration, is responsible for coordinating registration for undergraduate and graduate students, updating student information files and preparing class admission rosters and enrollment reports.

Campus Safety: *Security is more than law enforcement*

While the title of the office says it is responsible for campus safety and security, the catchword which guides the actions of the University's security force is "service."

Law enforcement as a service is the personal philosophy which William Bess has brought to the position of director of Campus Safety and Security. It is also the philosophy he has tried to instill in his employees since becoming director in 1978.

"We have tried to take a more humanistic approach to law enforcement. That means playing down the military look which some law enforcement operations have and expanding our service-oriented projects.

"We are here to provide a wide range of services to the University, its students and employees. Law enforcement, that is arresting people, is only one of the services we provide to protect the safety of everyone on campus," he said. A staff of more than 50 full- and part-time employees, including students, is responsible for the entire operation.

In addition to law enforcement, services fall into two basic categories—programs designed to help the officers be better prepared to carry out their duties, and programs designed to meet the needs of employees and residents.

"We emphasize training for our officers. Every officer receives professional training which exceeds state requirements, and many of our officers have taken advanced training courses in a variety of specialized areas," Bess said.

He added that officers are also required to attend periodic

departmental meetings, in which policies and procedures are reviewed and in-house training programs are held.

Services to the University community include everything from helping a person unlock his car door to providing space for the student-operated escort service.

Since assuming responsibility for parking services during the past academic year, a number of services center around a student's or employee's automobile.

Student employees or officers are available 24 hours a day to help start a car which has a dead battery, make a "gasoline run" for a motorist whose car has run out of gas, or open a door for a driver who has locked the keys in his car. The only limitation to these services is that the car must be on University property.

The office also operates the Visitors' Information Center, which is located near the stadium and provides information and temporary parking permits to campus visitors.

An active Crime Prevention Program and Speakers Bureau are also offered by the office. In the past, officers have examined faculty members' offices to suggest ways in which they can be made more secure, and they have made presentations at departmental meetings, discussing areas such as personal safety, theft prevention and risk management.

The recently emphasized building lock-up program and the University Lost and Found are also part of the Campus Safety and Security operation.

Bess said his office is also willing to help any person or group that wants to begin a program which will

increase safety on the campus.

In this regard, office space and telephones have been provided to Interfraternity Council for escort service, and the possibility of reviving the shuttle van service is being examined.

Bess and a number of other officers are also available to counsel persons who have questions about their legal options or rights. In the past, Bess said he has talked to individuals who were victims or potential victims of crimes, or who witnessed crimes and were not sure what they should do or even what

their options were.

"In those situations, we won't tell a person what they have to do, but we will outline their alternatives and the consequences of those alternatives," he added.

"Being an officer on a college campus is not like being an officer in a large city. We understand that, and we are trying to meet the needs of the people here on campus. Each year we try to offer more and more services to the campus, and each year since I have been here we have been successful in achieving that goal," Bess said.



A FRIEND IN NEED—The emphasis in the University's Campus Safety and Security office is on service, according to William Bess, director, who said Bowling Green's patrolmen receive training beyond what is required by the state in order to better serve the unique needs of a university community. Bess emphasizes that University safety officers must be of a much different character than their counterparts in a large city.

Vehicle requests show University is 'on the move'

The hockey team piles into a bus headed for northern Michigan as a carload of student teachers arrives from Toledo. Meanwhile, another bus is cleaned and checked in preparation for a UAO shopping trip to Detroit.

All this activity, which could be taking place in any of the nation's major bus terminals, is actually happening in the parking lot of Bowling Green's Central Services Building, headquarters for transportation services and its fleet of vehicles.

Earl Rupright, director of buildings and facilities, said the University's transportation squadron consists of

11 sedans, 16 vans and three Greyhound-type buses, all of which can be leased to any faculty or student group involved in a legitimate off-campus University activity.

"Any group participating in a University-related function sponsored by an on-campus department is eligible to rent one of our vehicles," Rupright said. "Our biggest 'customers' are departments like athletics, music, science and education — areas that often need to transport their staff and students to other cities and even other states."

In addition to academic departments, Rupright said student

organizations use the vehicles for attending out-of-town University-affiliated functions.

"Our services have been so much in demand in recent years that we have had to triple the size of our fleet to accommodate all scheduling requests," Rupright said. "Our vehicles are on the road about 50 percent of the time, and Wednesdays and weekends are our busiest travel days."

According to Rupright, all rentals must be billed to a departmental budget through the business office. Travel arrangements can be made

arranged well in advance to guarantee an available vehicle. University identification and a driver's license are required at the time of departure.

Rupright said vehicles may be leased on a daily, monthly or yearly basis at rates lower than those charged by most commercial rental companies in Toledo. He said, for example, that as much as \$23 could be saved on a 100-mile trip by renting a University sedan rather than a commercial car.

Most vehicles remain in the transportation fleet three to four years before they are retired to various maintenance areas for on-campus use only. Rupright said the average life-span of a van is about 180,000 miles; for a car, 160,000 miles; and for a bus, 50,000 miles. He noted that the longest recorded trip in a University vehicle was a 12,000-mile summer bus tour by a choral group to several Southern and Western states.

All University vehicles are maintained and repaired by several mechanics at the physical plant garage who also function as drivers for the large passenger buses when they are leased for long excursions.

Because transportation services is considered an auxiliary support service, Rupright said the \$320,000 annual budget must be operated on a break-even basis, and therefore, new money-saving measures are continually being examined.

"After much research, we have discovered that the most economical way to provide vehicles to the University community is to purchase them from local car dealers and then lease them through our own office," he said. "We are also buying smaller mid-size and compact cars to cut down on fuel consumption. Our goal is to increase average gas mileage for our cars to 20 miles per gallon."



MAINTAINING THE FLEET—Because the University's vehicles are in such great demand, transportation services has its own maintenance staff, charged with keeping all cars, buses and vans in good working order. The mechanics double as drivers when buses are chartered for long trips.

Graduate education

New dean examines college role in changing academic community

EDITOR'S NOTE: Following is a message to the entire University community from Garrett Heberlein, dean of the Graduate College. Dr. Heberlein explains his views on the role of the Graduate College at the University through the year 2000.

The decade of the 1980s will undoubtedly provide a myriad of challenges and opportunities for higher education. Paramount among the challenges for Bowling Green will be the task of maintaining a strong graduate program in a national setting of declining enrollments, fluctuating job markets, diminishing public confidence, increased federal and state regulations, declining faculty morale and tight money.

As intimidating as this scenario may appear, I see it as an exciting opportunity for the Graduate College to rededicate itself to quality education and to apply ingenuity in addressing new needs.

Success in the 1980s will require careful strategic planning. The faculty and administration will need to work closely and effectively. Each will have to assist the other in developing realistic expectations. We must ensure that the long-term welfare of the institution and sound academic principles take precedence over short-term, private and sectional interests. Commitment and sacrifice will be required if we are to succeed; however, I believe that the graduate faculty of Bowling Green have the ability to meet this challenge.

Our guiding force for graduate activities in the '80s should be first and foremost the enhancement of quality. Strengthening the academic substance and reputation of the institution, to quote Provost Ferrari, "is probably our most important assurance against possible enrollment declines...it is extremely important for Bowling Green to have highly visible, productive graduate programs."

We must not forget that good students want good educations, and by and large, they are intelligent consumers. They will seek out the best programs and it will be those programs that will prosper. Most of us do not like to think of higher education as a business; nevertheless, it must function in an increasingly competitive free enterprise system.

Our programs are, in fact, products, and we must be in a position to demonstrate that they meet the long-term needs of the consumer. To ignore this requirement is to invite increasing public outcry for more stringent accrediting agencies, greater statewide control and voucher financing for higher education.

In our attempts to build quality, we must remember that the stature of a graduate program is inevitably determined by the actions and attitudes of the faculty. I do not believe that excellence can be achieved through administrative proclamation, nor for that matter, by excessive manipulation of the graduate faculty roster. If the role of the Graduate College is to facilitate productivity, it must be recognized that it is possible for faculty to contribute to graduate education in a variety of ways. It is mandated in the Charter that the Graduate College monitor the quality of its programs. I believe that it must assume this task with efficiency and integrity.

As we seek to achieve excellence in the '80s, we will need to focus our attention and energy on enhancing the quality of our curriculum research, faculty and students.

CURRICULUM ENRICHMENT

As a University, we must become more proficient at curricular development. Bowling Green is not a comprehensive institution, and we should not attempt to be all things to all people. Our curriculum should emphasize our uniqueness and strengths.

If we are to meet the needs of our students, we must attempt to understand and appreciate the needs of potential employers. If our faculty are to remain up-to-date, they must have sufficient opportunity to pursue research, participate in workshops and attend national professional meetings.

We want to design courses that are popular; however, we must not allow popularity to become a substitute for academic substance. We must remain true to our objective of developing the critical thinking skills of each student to the maximum. When building programs, or for that matter, when designing tentative degree programs, we must not allow convenience to become our driving force or motivation.

Several of our departments have been successful in developing an applied emphasis to complement their more traditional orientations. Similar efforts

should be encouraged wherever appropriate. We should also look for more and better ways to serve the non-traditional graduate student, such as workshops and training programs.

It is time for Bowling Green to demonstrate that the word "extension" need not mean a reduction in standard. The campus has made tremendous headway over the last few years in establishing active cooperative education and internship programs. If properly utilized, these programs can greatly enrich a student's development within a specialty and can also enhance the employment opportunities of our graduates.

The time for curricular review has never been richer. From an external perspective, it is appropriate to address new and rapidly changing needs. From an internal perspective, it is likely that we will be on the quarter system for at least a few more years. During the past few years, I have seen a hesitancy on the part of departments to devote energy in the area of curricular development for lack of certainty about the calendar. We cannot afford to delay curriculum reform any longer.

As we strive to enrich our curriculum, we should also seek to improve our graduate student advising. I am convinced that good advising is essential for the success of a graduate program. Thesis and dissertation advising are extremely important, to be sure; however, this is only one component of our advising responsibilities. It is particularly important today that we also provide extensive guidance on such matters as the job market, employer expectations and the intricacies of searching for a position.

Furthermore, if we are going to use our graduate students in the classrooms, then it seems appropriate for us to advise them on the "hows" and "whys" of good teaching rather than leave it to chance. Good curriculum without good advising leaves one with only half a program.

COLLEGE GROWTH AND DEVELOPMENT

The past two decades have, in many ways, been spoils. Graduate colleges and their faculties have become accustomed to relative affluence and, in many circumstances, uncontrolled expansion. More often than not, money was available for new programs without having to face concurrent retrenchment or the elimination of unproductive programs. In other words, we have become accustomed to growth without death, or an all win, no loss "ballgame."

In retrospect, however, universities and their supporting societies have come to realize that big is not necessarily better and that growth and development without fine-tuning or paring can be wasteful and, in the long term, unwise, if not counter-productive.

The blunt reality of the '80s is that most institutions will have to make do with what they already have in the way of degree programs, physical facilities, faculty and staff. This situation need not preclude, however, controlled growth in new areas of critical need, through a restructuring of priorities or through the acquisition of outside funds. Nor should it preclude the continuation and further development of existing strengths through careful reallocation of resources, both within and between departments, schools and colleges. It does mean, however, that as an institution, we will have to work harder at getting the most out of our resources via an enhanced emphasis on quality, cooperation and sharing.

Greater interaction between the Graduate College and other units within and outside the University is important for the future growth and development of our programs. Graduate and undergraduate education is ultimately intertwined, and the success of one is critical to the success of the other. Greater communication will be needed in the future between the Graduate College and the undergraduate colleges on matters such as faculty staffing, curriculum, assistantship assignments, teaching loads and budgets in order to maximize these resources.

STUDENT RECRUITMENT AND SUPPORT

A graduate program cannot be stronger than the students it attracts. We must be aggressive in our search for capable students; we should not restrict ourselves to the boundaries of Ohio or, for that

matter, the U.S.A. Our success in attracting bright minority students, although relatively good in the past, has become an area of concern this past year. We can, we should, and we must do a better job of seeing that this campus does not go without representation from the various segments of our culture. We must also be more imaginative in addressing the needs of non-traditional students and in attracting them to the campus.

If we are to be successful in our recruiting endeavors, we will have to see that our stipends remain competitive and that they are distributed to the various programs in a manner that is optimally beneficial to the University.

At present, there is little rationale for awarding assistantships and fellowships other than "this is the way we did it in the past." Currently, some departments are having to say "no" to outstanding students for lack of funds, while others are using allocated dollars to fund marginally-qualified students. Another problem is that in some disciplines, our stipends are not competitive, while in other areas we pay more than is necessary to attract gifted students. A committee will be established to look into these problems and to recommend solutions.

There are several things we can do to enhance our graduate student support capabilities. For example, there are many students on campus who are eligible for residency status but have not bothered to complete the forms because the Graduate College pays their fees anyway. We are establishing a major campaign this year to eliminate this inefficiency. When a student qualifies for residency status, which is typically the case after they have been on stipend for a year, the College stands to save approximately \$509 per quarter per student. The savings can be used to increase stipends and to support more students.

The College also needs to do more in the way of soliciting some privately funded scholarships that can be used to attract exceptional students. We must be very careful in the way we advertise our programs. Advertising is an important and necessary component of recruiting. We must not, however, promise more than we can deliver. Furthermore, we must be certain that our recruitment flyers and brochures reflect high standards.

Some of our most valuable recruiters are colleagues at other institutions who have visited this campus as a result of presenting or attending seminars and meetings. Since seeing is believing, let us encourage our friends to help us and let's bring in more colleagues to see us.

The competition for students will undoubtedly get tougher; we will have to run very fast just to stay where we are. In order to maintain the health of our enterprise, collectively we will have to devote more time, effort and resources to student recruitment, program review and redirection in the pursuit of excellence. I would rather have us battle for good students than have easy grades and light loads become the primary incentive for students to come to Bowling Green.

RESEARCH AND CREATIVE INVOLVEMENT

Research and other forms of creative involvement play an important role in establishing a university's reputation. These endeavors constitute both a defined mission of the University and an essential component of graduate education. Bowling Green's involvement with research has increased substantially over the last few years, and we must do everything in our power to see that this success continues.

The pursuit of excellence, whether in research, art, music or theater, is exceedingly difficult. It demands discipline, enthusiasm and dedication. There is often failure and the anguish of being "scooped," pre-empted or denied funding in the contest for priority. It means exposing oneself almost continually to the critical eye of one's peers. Under such conditions, the artist or scholar can often become weary and lose self-confidence in the absence of an understanding and supportive academic environment. We have an obligation, as a body of scholars, to provide that supportive community.

A major national concern for graduate education and research is the increase in the average faculty age and the decline in new faculty positions that is projected for the 1980s and 1990s. Lack of new blood could seriously impede the influx of new ideas, techniques and lines of research. It could disrupt ongoing efforts to ensure adequate representation of minorities and

women throughout the campus. It may well discourage bright young people from vying for academic careers and could disrupt the social continuity that we depend on for vitality in academia. Since Bowling Green is 72 percent tenured and anticipates relatively few standard retirements in the near term, we cannot exempt ourselves from the above concerns.

We can minimize the problem, however, by weeding out the unproductive before tenure, by building on existing strengths, by providing reasonable opportunities for early retirement and by remaining flexible. We must, however, also explore new opportunities for bringing young faculty to the campus.

As new replacement positions become available, we need to conduct ourselves with extreme care. Since past achievement is the best judge of future success, we should hire only individuals who have had productive track records in both teaching and research. We must see that prospective candidates are well informed about the department and University objectives and expectations. The Graduate College can and should help in this recruiting process.

To this end, the College office has established an evaluation form that addresses, in addition to teaches, such concerns as research potential and grantsmanship. Furthermore, we intend to work with department chairs in seeing that new faculty have sufficient released time and start-up moneys to initiate active research programs and to solicit outside funding. Graduate education and research are expensive endeavors, and as a non-profit institution, we must depend heavily on external funding.

As you already know, Bowling Green's record in grantsmanship over the past few years has been excellent. If we are to continue to reap the benefits of this success, however, we will need to secure the cooperation and talents of more faculty. At present, fewer than 20 percent of our faculty have attempted to seek external funding; however, this participation rate varies greatly by department.

One of the challenges of the 1980s will be to develop new sources of funding. A definite candidate should be private industry. I have talked at length with representatives from companies such as Dow, Owens Illinois and Toledo Edison. It is clear that industry is anxious to develop closer ties with the academic community. The value of such ties has also been recognized by the National Science Foundation, which is eager to support cooperative endeavors between these two segments of society.

GRADUATE COLLEGE ADMINISTRATION

One of our goals is to improve efficiency and cut "red tape" within the Graduate College office. To this end, we are exploring ways in which we can computerize our operations. We intend to survey the departmental graduate advisers to determine how we might reduce their workloads. The Graduate Advisers Handbook is being revised and we hope to develop a grants handbook in the near future.

CONCLUSIONS

Although tough battles lie ahead, I remain optimistic about the future of graduate education. Advanced study and scholarship will surely become more important, not only in our society, but in all societies around the world as they become more complex and as problems multiply. We have an excellent faculty and administration at Bowling Green and as a group, I believe we have the necessary energy, imagination and flexibility to enhance our growing image as a center for higher learning.

As we set out to achieve our objectives, we must recognize that we are part of a larger community. Even a virtuoso must be capable of playing with an orchestra. In a university setting it is not familiarity but stereotypes based on ignorance that breed contempt.

As graduate dean, I will be relying heavily on the collective wisdom of the graduate faculty and students. We will need to be cautious of quick solutions and easy answers, for in the future as in the past, our most valuable accomplishments will arise out of hard work and dedication to detail.

The manner in which we approach this decade will affect our outcomes. When the going gets tough, it is far better to be bullish with a wary eye on reality than to be overcome by a sense of impending doom. If we must choose a defense, then let it be a strong offense.

News Review

Fall quarter enrollment at 70-year record high

Fall quarter enrollment has reached a new high, according to figures released Nov. 3 by the registrar's office. A record 20,027 students are enrolled in all on- and off-campus programs this fall.

Main campus enrollment is 17,659 for the quarter, a gain of 752 over last fall's enrollment of 16,907. Firelands enrollment for the quarter is 1,375, up from 1,139 a year ago.

Of those enrolled on the main campus, 2,102 are graduate students, up from 2,032 a year ago. On the undergraduate level, 5,943 students are freshmen; 3,459 are sophomores; 2,852 are juniors and 2,878 are seniors.

The College of Business Administration remains the largest undergraduate college with 4,768 students. Last year, 4,585 students were enrolled.

The College of Arts and Sciences has 4,215 students, up slightly from a year ago, and the College of Education has 3,603 students, an increase of 134 over last year.

An enrollment increase also was recorded in the College of Health and Community Services, which has 1,354 students compared to 1,286 a year ago.

Enrollment in the College of Musical Arts is 408, compared to 438 last fall.

Of the total enrollment, 9,831 students are women and 7,828 are men. At the graduate level, there are 1,139 men enrolled compared to 963 women.

New telephone hotline updates Library hours

Information on current library hours is now available 24 hours a day by telephoning 372-2885.

Taped messages will be updated to reflect changes in library hours for holidays and examination periods.

Reichert to chair HRC

William Reichert, political science, has been named by President Moore to chair the University's Human Relations Commission.

The commission, created by Dr. Moore last fall, has been charged with "serving as the guardian of the interpersonal relationships essential to the University's achievement of its objectives of conserving, disseminating and advancing learning."

It is responsible for promoting an environment in which students, faculty and staff can work with dignity and respect, for promoting academic freedom and intercultural exchange and for ensuring that all members of the University are treated fairly and justly.

Appointed to membership on the committee this year are Reva Anderson, graduate assistant, business education; James Corbitt, auxiliary support services; Ramona Cormier, associate provost; Eric Glenn, Black Student Union; Rachael Graham, Bowling Green City Human Relations Commission; G.R. "Dick" Horton, acting dean of students; Alex Johnson, special education, and Diane Mollenkopf, undergraduate student.

Also serving on the committee are Gilbert Perez, technical support services; Robert Perry, Student Development Program; Audrey Rentz, college student personnel; Clarence Terry, Student Development Program; Manuel Vadillo, Student Development Program; Karl Vogt, dean of the College of Business Administration, and Ronald Steven Williams, undergraduate.

Academic Council

A modified 1981-82 summer quarter calendar which should result in increased summer enrollments in the College of Education was approved by Academic Council at its Nov. 5 meeting.

The new calendar retains a 10-week summer quarter for all students except those enrolled in graduate education courses.

The summer quarter for those students will be divided into one five-week session and one four-week session. During the four-week term, all classes will be scheduled five days per week rather than the traditional four.

The quarter will begin on Monday,

June 22, and end with commencement on Saturday, Aug. 29. All graduate education offerings, however, will terminate Friday, Aug. 21.

Provost Ferrari said the change is being made to accommodate increasing numbers of public school teachers who must return to the classroom in August and previously have not been able to enroll in Bowling Green's second summer term because of the early public school starting dates.

The action taken for the 1981-82 summer term is temporary, he said. Further study of a summer quarter calendar for 1982-83 and beyond will be undertaken.

Academic Council also heard a report from Ramona Cormier, associate provost, on a developing problem with residency requirements for certain academic programs, particularly those affiliated with the Firelands College.

She said several exceptions have been made to the current 30-hour rule which requires that at least 30 hours of coursework be taken on the Bowling Green campus before a degree can be granted from the institution.

Because a problem has been perceived by both the University administration and accrediting agencies, Dr. Cormier said a study will be undertaken to define the role of Firelands as a college.

The term "college," she said,

implies that Firelands can offer a baccalaureate degree, when in effect a rule exists which prohibits the branch campus from issuing such a degree.

It is possible, however, for a student to "fulfill" graduation requirements at Firelands, she noted, without ever enrolling for courses on the main campus.

Until the problem can be further studied, the 30-hour rule will be strictly enforced, Dr. Ferrari said.

John Eriksen, dean of the College of Arts and Sciences, reported to Academic Council on the status of general education at Bowling Green, now under study by a college task force headed by Beth Casey, Center for Educational Options.

Dr. Eriksen said the task force has begun to review all current general education offerings, with the goal of offering an improved general education component to all students by fall, 1982.

Departments in the College of Arts and Sciences, which houses the vast majority of general education offerings, are now completing general education course proposals which will be screened by the task force before the course is designated a general studies offering.

The proposed courses will be examined to determine to what extent they fulfill a charge to emphasize 10 basic skills and understandings endorsed by Academic Council in 1979-80.

Faculty Senate

Marvin Kumler, psychology, faculty representative to the Mid-American Conference, the Central Collegiate Hockey Association and the National Collegiate Athletic Association and a member of the University Athletics Committee, reported to the Faculty Senate Nov. 4 on a study of Bowling Green's athletic program.

Dr. Kumler said the study, mentioned by President Moore in his remarks at the opening general session Sept. 22, is being conducted by the institutional studies office and is designed to look at five distinct areas in the athletic program.

Primary emphasis will be given to studying the academic records and performance of student athletes, particularly those in the revenue sports: football, basketball and hockey.

Also to be examined is the financial status of intercollegiate athletics at Bowling Green, including a study of the grant-in-aid program.

The importance of the athletics program to the University in the areas of recruitment, quality of college life, and relationships with alumni, the public and faculty and staff also are to receive primary consideration in the study, Dr. Kumler said.

Other aspects of the study will examine the nature of the college experience for student athletes at Bowling Green and alternative models for sports at the University.

Dr. Kumler noted that the study is not a response to activity elsewhere in the nation which has attracted the attention of the national media.

"We have had a long-standing concern for the integrity of athletics at Bowling Green," he said, adding that the University is seeking to reduce any possibilities that violations of athletic ethics could occur.

Bernard Rabin, director of the Faculty Development Center, also reported to the Senate on activities of the center to-date.

University Foundation elects new officers

New officers and a new board member have been elected to the Bowling Green State University Foundation, Inc., a non-profit group that seeks and manages private gifts to the University.

Re-elected president was Jack Paquette, vice president of corporate relations for Owens-Illinois in Toledo and a resident of Ottawa Hills.

Also re-elected were J. Warren Hall of Cleveland, vice president, and James E. Hoff, alumni and development, secretary.

Newly-elected officers are James W. Parker of Perrysburg, first vice president, and Richard L. Gordley of Worthington, treasurer.

Elected to the eight person foundation board for a four-year term was Anne Green of Bryan, vice president of Wilco Machine and Tool Co.

When and Where

Exhibits

The Works of Gerald Matlick, through Nov. 30, Alumni Gallery, Millett Alumni Center. Gallery hours are 8 a.m. to 5 p.m. weekdays.

School of Art Faculty Exhibition, a multi-media show featuring glass, fiber, watercolors, sculpture, ceramics and other art work, 8:30 a.m. to 5 p.m. weekdays, 2-5 p.m. Saturday and Sunday, through Dec. 7, Fine Arts Gallery, School of Art.

"Dominick Labino: The Man and His Art," 8 a.m. to 5 p.m. weekdays, 2-5 p.m. Saturday and Sunday, Jan. 2-30, McFall Center Gallery.

"EMERGENCE: Art in Glass 1981," a national invitational glass exhibition featuring the work of more than 40 artists, 8:30 a.m. to 5 p.m. weekdays, 2-5 p.m. Saturday and Sunday, Jan. 5-25, Fine Arts Gallery, School of Art.

Special Events

"The Life and Poetry of John Keats," a one-hour slide-tape presentation by actor Mark Stevenson, 2:30 p.m. Monday, Nov. 17, 115 Life Science Building. Free.

Terry Stokes, poet and fiction writer, will read from his works, 8 p.m. Friday, Nov. 21, Recital Hall, Old Music Building. Free.

Sports

Hockey vs. Western Michigan, 7:30 p.m. Friday and Saturday, Nov. 21-22, Ice Arena.

Hockey vs. Western Ontario, 7:30 p.m. Saturday, Dec. 13, Ice Arena.

Hockey vs. Lake Superior, 7:30 p.m. Friday and Saturday, Jan. 9-10, Ice Arena.

Football vs. Ohio University, 1:30 p.m. Saturday, Nov. 22, Doyt Perry Stadium.

Basketball vs. Western Ontario, exhibition game, 7:30 p.m. Thursday, Nov. 20, Anderson Arena.

Basketball vs. Findlay, 7:30 p.m. Monday, Dec. 1, Anderson Arena.

Basketball vs. Cornell, 7:30 p.m. Monday, Dec. 8, Anderson Arena.

Basketball vs. Capital University, 7:30 p.m. Tuesday, Dec. 9, Anderson Arena.

Basketball vs. Wooster, 7:30 p.m. Tuesday, Dec. 16, Anderson Arena.

Basketball vs. Mississippi, 7:30 p.m. Wednesday, Dec. 17, Anderson Arena.

Basketball vs. Western Michigan, 7:30 p.m. Saturday, Jan. 10, Anderson Arena.

Theater

"Hippolytus," the classic tragedy by Greek playwright Euripides, 8 p.m. Nov. 19-22, Main Auditorium, University Hall. Tickets are \$1 with BGSU identification, \$2 for senior citizens, high school

students and children, and \$3 for all others. For reservations, call 372-2719.

"Buried Child," Joe E. Brown Theater production, 8 p.m. Dec. 4-6, Joe E. Brown Theater, University Hall. Admission is 50 cents.

Lectures

"Capital Punishment: Right or Wrong?," a public discussion featuring John T. Corrigan, Cuyahoga County chief prosecutor, and State Senator Marigene Valiquette, 7 p.m. Thursday, Dec. 4, Grand Ballroom, University Union. Free. James Stuart, philosophy, will also comment.

The program will follow a brief presentation of awards to the winners of the Ohio high school philosophy contest sponsored by the philosophy department with support from the Anderson Foundation, the Martha Holden Jennings Foundation and MacDonald's Restaurants.

Music

BGSU Brass Choirs, 8 p.m. Tuesday, Nov. 18, Kobacker Hall, Musical Arts Center. Free.

BGSU Women's Chorus, 8 p.m. Friday, Nov. 21, Kobacker Hall, Musical Arts Center. Free.

Walter Baker, piano, 8 p.m. Saturday, Nov. 22, Kobacker Hall, Musical Arts Center. Free.

BGSU Orchestra, 3 p.m. Sunday, Nov. 23, Kobacker Hall, Musical Arts Center.

Men's Chorus, 8 p.m. Sunday, Nov. 23, Kobacker Hall, Musical Arts Center. Free.

Jazz Lab Band II, 3 p.m. Sunday, Nov. 30, Kobacker Hall, Musical Arts Center. Free.

Rex Elum, tenor, 8 p.m. Sunday, Nov. 30, Bryan Recital Hall, Musical Arts Center. Free.

Encore Attractions: Bolcom and Morris, 8 p.m. Thursday, Dec. 4, Kobacker Hall, Musical Arts Center. Admission is \$6.75, \$5.40 and \$4.05.

A Cappella Choir and Folk Ensemble Concert, 8 p.m. Friday, Dec. 5, Kobacker Hall, Musical Arts Center. Free.

Collegiate Choral Christmas Concert, 3 p.m. Sunday, Dec. 7, Kobacker Hall, Musical Arts Center. Admission is \$3 for adults and \$1 for students with identification.

Student Percussion Ensemble, 8 p.m. Sunday, Dec. 7, Bryan Recital Hall, Musical Arts Center. Free.

Pianist Jerome Rose, lecture and recital, 8 p.m. Friday, Jan. 9, Bryan Recital Hall, Musical Arts Center. Free.